

Concordia University
Faculty Council of the John Molson School of Business
Minutes of the meeting held Friday, November 24, 2006

JMSB-2006-08M

Present: J. Tomberlin, Chair
E. Abou-Zeid (DS&MIS), J. Ahmad (Econ.), J. Allison (N@), I. Aly (Acco.), K. Argheyd (Mana.), B. Barbieri (Mktg.), C. Baratto (CASA), S. Betton (Fina.), K. Boulos (DEA), L. Calip (CASA), S. Dannaie (Facil.), A. Dinut (CGSA), I. Dostaler (Mana.), A. Fagnoli (Reg.), M. Gagné (Mana.), S. Goyal (DS&MIS), M. Horst (TESL), A. B. Ibrahim (Assoc. Dean), M. Islam (Acco.), G. Kanaan (Assoc. Dean), L. Katsanis (Mktg.), R. Knitter (Mana.), A. Komourdjian (CASA), M. Magnan (Assoc. Dean), M. Mulrennan (SGS), F. Nebebe (DS&MIS), S. Nelson (Staff), P. Pazzia (CASA), I. Rakita (Fina.), S. Robinson (Acco.), C. A. Ross (Mktg.), M. Sharma (DS&MIS), R. Schieir (CGSA), T. Lituchy (Mana.), R. Vahidov (DS&MIS), L. Wong (Staff)

Absent with Regret: A. Ahmad (Fina.), B. Campbell (Econ.), B. Chungwing (CASA), B. Desai (Comp.Sci.), T. Field (Mana.), J. Freed (Fina.), G. Kersten (DS&MIS), C. Lajeunesse (Pres.), K. Lefebvre (CASA), J. Lim. (Mktg.), A. Mohummed (CASA), D. Peltier-Rivest (Acco.), P. Renaud (CASA), I. Sendek (Lib.), M. Singer (Provost),

I Call to Order
The meeting was called to order at 09:35.

II Closed Meeting

III Open Meeting

IV Approval of Agenda – JMSB-2006-08A
On a motion duly seconded (M. Sharma/L. Katsanis) the agenda was approved.

V Approval of the Minutes – JMSB-2006-07M
On a motion duly seconded (M. Sharma/L. Katsanis) the minutes of the Faculty Council meeting held October 13, 2006 were approved.

VI Chair's Report and Question Period
J. Tomberlin reported that the recommendations of the report of the Task Force on Enhancing Research have been agreed to in principle. An implementation plan will now be developed under the guidance of Associate Dean Ibrahim. He announced the success of this year's Awards of Distinction Ceremony and that the Board of Governors had given their final approval for construction of the new JMSB building. Construction is expected to begin in the next few weeks. The Dean announced the success of JMSB undergraduate students who placed second in the CIBER Case Challenge held at Ohio State University October 31 – November 3rd and won the silver medal at the HR Symposium held the weekend of November 18th. Preliminary results for the ICBC indicated that JMSB was in the top six schools overall and eligible to send five teams to the competition this year including Accounting, Marketing, Ethics, Finance and Debate teams. He congratulated the students and thanked all those who worked with the students in preparing for these events. With the permission of Council, he introduced Jenviev Azzolin to speak on behalf of the John Molson Competition Committee.

J. Azzolin reported that this has been the best year ever for JMSB competitions. She advised that the CIBER competition was a first for JMSB and she had the honor of participating. JMSB teams are proud to have been ranked in the top six of thirty Canadian and international business schools for the forthcoming Inter-Collegiate Business Competition (ICBC) and are looking forward to the Commerce Games in January and going to Dublin in March for the Network of International Business Schools (NIBS) Competition. She attributed their success to tremendous hard work on behalf of the students and their dedicated coaches. She thanked the coaches for their invaluable support.

Council members applauded Mark Haber, Director, Undergraduate Competition Programs, for his major contribution to the JMSB and the success of JMSB students in competitions.

J. Tomberlin announced that the 26th International MBA Competition will take place January 8 – 13 at the Bonaventure Hilton. He noted that the number of top schools applying to participate has out-numbered the maximum of thirty-six and for the first time there was an impressive waiting list including MIT and North Western. He urged faculty members to make allowances for participating students as well as the volunteer graduate and undergraduate students and to attend at least one of the cases during the event. In closing, he said that he looked forward to seeing everyone at the annual JMSB Holiday Celebration on December 7th.

A discussion ensued regarding the advisability of bringing the Report of the Task Force on Enhancing Research in the JMSB to Council for discussion. The document has been posted on the web site of the Office of the Associate Dean, Research for some months for feedback. Strong concern was expressed that some members of Council would not support the recommended initiatives which would ultimately stifle efforts to promote research in the Faculty. It was argued that by-passing Council debate on this important document demonstrated a lack of due process and transparency within the Faculty. B. Ibrahim agreed that the document be brought to Council.

It was moved by C. A. Ross that the report of the Task Force on Enhancing Research in the JMSB be brought to Council in January.

J. Tomberlin advised that he would accept this as a notice of motion that C. A. Ross would send to the next meeting of the Council Steering Committee. C. A. Ross challenged the Chair's ruling insisting that Council vote on the issue immediately. There was no seconder for the motion.

The Chair suggested that Council members review the document on the web site and if deemed appropriate, notify the Steering Committee of Council to bring it to Council for discussion.

J. Tomberlin confirmed that the AMBA, EMBA and ICAMER reports to Council would be made in January.

VII Elections

- i) Arts and Science Faculty Council
One full-time faculty member to replace R. Knitter as the JMSB representative on the Faculty of Arts and Science Faculty Council for the balance of her term, September 2006 – May 31, 2007.

This item will be brought forward to the January meeting of Council.

VIII Business Arising from Previous Meeting

- i) JMSB Executive Centre Annual Report - JMSB-2006-06A-03
It was moved by M. Sharma and seconded by L. Katsanis that Council grant speaking privileges to K. Boulos, Director, External Affairs. The motion was carried unanimously.

K. Boulos highlighted the financial performance of the Centre that reflects the end of a three-year process of reorganization. He pointed out that the difference between the Actual Speaker Cost in 2005 and 2006 was due to new consulting services offered in process improvement and human resource development that were paid directly to the consultants' companies rather than the Center. He reported that marketing costs had been reduced and noted that the increase in salary expenses was due the ACUME and CUPEU settlements, not an increase in the number of staff. He advised that prospects for 2007 look promising due to renewals with past clients and a planned expansion to the Ottawa and Toronto markets.

K Boulos was asked about the number of full-time faculty who worked with the Centre. He advised that approximately twelve of the twenty instructors were JMSB full-time faculty. He was asked to explain the difference between courses offered to the Cree by the Centre from those offered by EIDMC. He advised that the client had requested the Centre to provide the courses in the Cree community rather than having the students come to Montreal. The location of delivery was the only difference in courses previously offered to the Cree by EIDMC. It was noted that without the \$90,000 generated by Cree project the Centre would have had a deficit at year-end.

- ii) Entrepreneurship Institute for the Development of Minority Communities (EIDMC) annual report -JMSB-2006-07A-07R.

It was moved by B. Ibrahim and seconded by R. Schieir that Council grant speaking privileges to C. Bayne, Director, Entrepreneurship Institute for the Development of Minority Communities. The motion was carried unanimously.

C. Bayne provided a brief history of the program that was initiated at the request of the Black community and other visible minorities and supported by a \$70,000 start-up fund from the Rector. The program focuses on developmental issues and includes significant participation from the Cree community as well as the Inuit and Black communities. Negotiations are underway with the Ministry of Economic Development to examine the feasibility of supporting small business initiatives as a developmental strategy to promote capability and autonomy and reduce chronic unemployment. With regard to the finances, he pointed out the significant contribution the EIDMC has made to the JMSB over the years and advised that, although there is a deficit projected this year, a surplus was expected for the next report to Council.

It was suggested that the name of the Institute be changed to Entrepreneurship Institute for the Development of Communities. C. Bayne agreed that a proposal for a name change would be forthcoming.

- iii) Council membership revision – JMSB-2006-08A-01

J. Tomberlin outlined the revisions to the membership effective June 1, 2007 as proposed by the Council Steering Committee. In reply to a question about the role of members chosen by Council from other Faculties, he explained that the appointments were made in view of on-going or potential collaboration in offering specific areas of study needed by JMSB students, for example TESL for business students. Inasmuch as the revision would only be effective June 1, 2007 the legitimacy of the members of Council who have new titles and mandates was questioned. It was suggested that the Executive Director, Administration and Human Resources who has assumed the mandate of the Associate Dean, Administration and Human Resources, a member of Council, be added as a non-voting member. Similarly, it was suggested that consideration be given to adding the Principal Director of Development and the Director, External Affairs. It was noted that document JMSB-2006-08A-01 would be revised to include item 11 - Delete Director of MBA Program. It was agreed that the document be returned to the Steering Committee to address the issues raised. A member of Council said he would send the Steering Committee a motion about legitimizing the voting rights of members whose titles and mandates have changed.

IX Report: Research
There was no report.

X CASA Report

The report was presented by A. Komourdjian, L. Calip and P. Pazzia. It was reported that a few CASA representatives on Council were in Winnipeg participating at a round table with a group of western business schools. The JMSB team was there to promote Enterprise, a competition to be hosted by JMSB scheduled January 19 – 20th and Happening Marketing scheduled March 24 – 25th. The CASA Halloween party was a

sell-out success as was the JMSB Sports Committee Conference, that attracted 150 delegates from universities across the country, and the networking cocktails hosted by a number of JMSB student associations. Planning for ICBC is underway as is preparation for hosting this year's Marketing Happening and the Enterprise competition. UNCC will host the undergraduate case competition at JMSB February 1 – 4; 9 of 18 invited universities have been confirmed. In April and May, 80% of the CASA executive will graduate - elections for the new executive will be held and the graduation ball will be organized for the week of June 19.

XI Staff Report

L. Wong reported the success of this year's Teddy Bear Adoption project that has raised approximately \$10,700 over the last five years for the Colors of Concordia under the leadership of Mona Senecal and her team of CASA volunteers. Members of Council applauded their achievement.

XII Report: Masters and Diploma Programs

M. Magnan reported that the new graduate admissions program was working well. Winter admissions have increased substantially compared to winter 2006. He advised that the MBA, DIA/DSA Curriculum committee met to discuss the establishment of an on-going mechanism, required for AACSB accreditation, to identify learning goals and assess students' learning in each course. The committee is expected to bring forth a proposal in January.

With regard to a question raised at the October meeting of Council about GMAT scores for EMBA students admitted in September 2006, M. Magnan reported that the average EMBA GMAT score was 532. He commented that the GMAT score was one of several factors considered in evaluating applicants. Other factors include GPA, mother tongue, and business experience as well as vetting by the School of Graduate Studies. It was noted that ESL was interested in providing courses for Masters students. It was pointed out that the School of Graduate Studies intervenes for non-standard admissions, however, to-date the minimum GMAT score has not been clarified. Recalling the nineties when the minimum GMAT for admission to the MBA was 600, the Dean stated that despite success in the rankings many students turned away would have made valuable members of the business community. In light of this experience he supported the holistic approach to assessing applications. One faculty member noted the recent controversy regarding concern that the quality of executive education may be affected by decreasing academic standards to increase profits. It was argued that the same pressure for increasing revenues applied to both public and private programs.

XIII Report: Undergraduate Programs, Academic and Student Affairs

G. Kanaan reminded faculty members to be vigilant about infractions of the academic code of conduct at this time of the year. With regard to concern about students delaying registration for required ESL courses, he advised that his office would make efforts to encourage students to register early in their programs. With regard to a question about verifying medical notes, he advised that it was not the responsibility of his office but encouraged faculty members who were suspicious to personally follow up.

XIV Reports from School Representatives on University Committees

- i) University Senate – JMSB-2006-08A-02
C. A. Ross highlighted the report.

With reference to item 2 regarding eConcordia, J. Tomberlin clarified that all credit courses remain within the purview of the Faculties and departments.

- vii) Undergraduate Scholarships and Awards Sub-committee
The report was received. M. Sharma reported that the awards would be announced in the next few weeks.

- viii) Board of Governors - JMSB-2006-08A-03
The report was received.

There were no reports from the representatives on the following committees:

- ii) Arts and Science Faculty Council
- iii) Senate Academic Planning and Priorities
- iv) Senate Academic Programs Committee
- v) Senate Research Committee
- vi) University Library Committee
- ix) Council of the School of Graduate Studies

XV CGSA Report

R. Schieir reported CGSA's success in lobbying the GSA for \$8,000, the largest amount of support ever, for the International Case Competition. He advised that the first set of by-laws for the CGSA were being drawn up and announced the success of the networking cocktail hosted in partnership with the MBA Society attended by approximately 150 students from HEC, McGill and Concordia.

A. Dinut announced that this year's CGSA Christmas celebration would be extended as a graduation celebration for the fall graduates who miss out on the spring graduation ball. The event will take place on December 7 at the Parchemin. She thanked those who supported the event and invited everyone to attend.

The Chair announced that the pass rate for first-time writers of the Uniform Final Examinations of the Order of Chartered Accountants of Quebec was 82% exceeding the national first-time pass rate of 79%. One JMSB student was among the top ranking in Quebec and one made the Honor Roll.

XVI New Business

- i) JMSB Co-op Programs Annual Report – JMSB-2006-08A-04
It was moved by M. Sharma and seconded by L. Katsanis that Council grant speaking privileges to B. Shapiro, Acting Director, JMSB Co-op Programs. The motion was carried unanimously.
- B. Shapiro highlighted the report noting that the JMSB Co-op students represent 58% of Concordia's co-op students. The students have not only earned an excellent reputation for the co-op programs but have gone on to assume positions where they in turn hire JMSB Co-op students. She outlined the challenges facing the programs that include a high rate of withdrawal after acceptance and prior to the first work term, attracting participation by tenure-track and tenured faculty, and the development of an alumni association. In reply to a question about the drop out rate, B. Shapiro reported that 39 of 156 accepted students withdrew. A brief discussion on why students dropped out ensued. It was reported that some students become intimidated hearing how competitive the program is, how difficult it is to find a placement in the top companies and maintaining a 2.7 GPA. Other students were disappointed with the placements, particularly in Marketing and MIS, and objected to being classified as interns in some of the positions. Others leave for personal reasons. It was suggested that the Co-op programs collaborate with the Placement Centre to develop job opportunities for Co-op students. It was suggested that more student feedback be gathered to determine what additional services would be required to retain students.
- B. Shapiro replied that issues dealing with placement were not within her purview. JMSB Co-op Directors are responsible for the academic portion of the Co-op experience, the Institute for Co-operative Education is responsible for student placement. She explained the Co-op Program was an academic program whereas the Placement Centre assists students who have completed their academic programs. She advised that the Institute for Co-operative Education was currently under review and that she would bring these matters to the attention of the committee. She invited other comments and suggestions for the review committee to be sent to her at bshapiro@jmsb.concordia.ca

XVII Other Business

XVIII Adjournment

It was moved by M. Sharma and seconded by B. Ibrahim that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:00 noon.

XIX Next meeting

The next regular meeting of the JMSB Faculty Council will take place on Friday, January 26, 2007 at 09:30 in room GM302.